

HIFMIP Roadmap Executive Summary

HIFMIP Roadmap Appendix

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- ♦ HIFMIP Approach
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HIFMIP Goals

- ♦ Implement integrated core financial system (ICFS)
- ♦ Obtain unqualified audit opinion
- ♦ Provide single, comprehensive source of financial, budget, and performance information
- ♦ Fully integrate/interface with other financial & program systems to effectively manage funds and achieve program goals
- ♦ Share relevant financial and program management information with internal and external stakeholders
- ♦ Ensure compliance with statutory & regulatory requirements & HUD organizational practices

HIFMIP Scope

- ◆ Multi-year project to replace current core financial system with a solution that integrates financial information HUD-wide
- ◆ Includes all financial management organizations and systems that provide information to support preparation of HUD's financial statements
- ◆ Will eventually support all HUD business areas
 - HUD OCFO-Managed Organizations
 - FHA
 - Ginnie Mae
 - OFHEO
- ◆ Encompasses 34 existing systems & 71 existing interfaces (excluding FHA, Ginnie Mae & OFHEO program & feeder systems to their subsidiary general ledgers)

HIFMIP Approach

- ◆ Define financial management vision/desired end state
- ◆ Leverage existing business area initiatives
 - Assess PeopleSoft fit for OCFO-Managed Organizations and HUD-wide integration
 - Develop schedule & integration approach by business area
- ◆ Implement at COE
- ◆ Develop logical phases for implementation approach
 - Phase I: Organizational Preparation
 - Phase II: Implementation of Core Financials
 - Phase III: Operational Systems Enhancements
 - Phase IV: Integrated Financial and Program Performance
- ◆ Define timeline and tasks for all phases by fiscal year (phases overlap)

HIFMIP Phases & Stages

HIFMIP Phase	Stage	Stage Description	Target Implementation Timeframe
Phase I – Organizational Preparation	N/A	Planning and preparation for ICFS Implementation	FY 2006
Phase II – Implementation of Core Financials	II-1	Implement ICFS for HUD OCFO-Managed Organizations at COE	FY 2008
	II-2	FHA ICFS Integration at COE	FY 2009
	II-3	Ginnie Mae ICFS Integration at COE	FY 2010
	II-4	Upgrade to Fusion at COE	FY 2011
	II-5	OFHEO ICFS Integration at COE	FY 2012
Phase III - Operational Systems Enhancements	III-1	Subsidiary Financial Systems Enhancements and Interfaces (e.g., LAS, LOCCS, IATS)	FY 2006 – 2009
	III-2	Program Systems Enhancements and Interfaces (e.g., IDIS, TRACS, Grantium)	FY 2007 - 2011
	III-3	Budget Formulation/Budget Preparation System Integration	FY 2010
	III-4	New Procurement System Integration/ HPS, SPS Interface Replacement	FY 2010
	III-5	DARTS Integration into ICFS	FY 2010
Phase IV - Financial and Program Performance	IV-1	Financial Data Warehouse (FDM replacement)	FY 2012 - 2013
	IV-2	Customer Relationship Management System Implementation/ Integration	FY 2012 - 2013
	IV-3	Decision Support System Implementation/ Integration	FY 2012 - 2013
	IV-4	Enterprise Performance Management System Implementation/ Integration	FY 2012 - 2013

HIFMIP Phase I: Organizational Preparation

- ♦ Phase I Focus:
 - Vision & Requirements Definition
 - COTS Software Package Selection & Validation
 - Systems Integrator (SI) & Center of Excellence (COE) Selection
 - Planning, Preparing and Organizing for Implementation
- ♦ Phase I End State
 - Clearly Defined HIFMIP Vision
 - Identified COTS software, SI & COE
 - ❖ PeopleSoft selected as basis for ICFS
 - ❖ SI/COE to be selected by April 2006
 - Roadmap for Implementation

HIFMIP Phase II: Implementation of Core Financials

- ◆ **Phase II Initiatives:**
 - Core Financial Management System Configuration, Testing and Implementation
 - Interface Development
 - Workflow Automation, Business Process Re-engineering, Workforce Realignment and Training
- ◆ **Phase II Stages**
 - Stage II-1: Implementation of ICFS for HUD OCFO-Managed Organizations
 - Stage II-2: Integration of FHA PeopleSoft with ICFS at COE
 - Stage II-3: Integration of Ginnie Mae PeopleSoft with ICFS at COE
 - Stage II-4: Upgrade of all business areas at COE from PeopleSoft to Oracle's Fusion Architecture—FHA, Ginnie Mae, OCFO-Managed Organizations
 - Stage II-5: Integration of OFHEO with ICFS at COE
- ◆ **Phase II End State**
 - HUD OCFO-Managed Organizations transitioned to new OFFM-certified COTS supported by qualified COE
 - All four HUD business areas have completed core financial systems modernization
 - FHA, Ginnie Mae, OFHEO, and HUD OCFO-Managed Programs fully integrated at COE using Oracle's Fusion application

HIFMIP Phase III: Operational Systems Enhancements

- ◆ Phase III Initiatives:
 - Address impact of realignment and modernization of program systems by lines of business
 - ❖ Detailed assessment of impact and required ICFS realignment
 - ❖ Timing & nature of the stages may change from assessment
 - ❖ Develop/enhance ICFS interfaces
 - Improve flow of information into core financial system
 - Enhance operational feeder systems and interfaces
 - Integrate additional business functions with core financials
- ◆ Phase III Stages
 - Stage III-1: Subsidiary Financial Systems Enhancements & Interfaces
 - Stage III-2: Program Systems Enhancements & Interfaces
 - Stage III-3: Integration of Budget Formulation/Budget Preparation Capabilities with ICFS
 - Stage III-4: Integration of New Procurement System with ICFS
 - Stage III-5: Integrate DARTS with ICFS
- ◆ Phase III End State
 - ICFS information enhanced to include integrated procurement, budget formulation, travel, and supporting operational systems' financial information
 - ICFS linkages with program systems enhanced and streamlined
 - Disbursing functions consolidated through ICFS to Treasury

HIFMIP Phase IV: Integrated Financial and Program Performance

- ♦ Phase IV Initiatives:
 - Leverage core financial solution to provide holistic management environment
 - Implement decision support, performance management, and customer relationship management solutions
 - Implement financial and enterprise-wide data warehouses
 - Develop necessary feeds into ICFS to support merged programmatic and financial information for enterprise performance management
- ♦ Phase IV Stages
 - Stage IV-1: Financial Data Warehouse (Financial Data Mart replacement)
 - Stage IV-2: Customer Relationship Management System Implementation/Integration
 - Stage IV-3: Decision Support System Implementation/Integration
 - Stage IV-4: Enterprise Performance Management System Implementation/Integration
- ♦ Phase IV End State
 - ICFS integrated with performance & operational information
 - ICFS reports outputs & outcomes of HUD's programs tied to program goals & objectives
 - Enterprise view of financial and programmatic information

Current HUD Financial Systems Environment

- ♦ HUD Financial Management Systems
 - 44 Financial Systems as of September 30, 2005 (4 non-compliant)
 - Many additional mixed, tracking and programmatic systems with financial impact
- ♦ HIFMIP covers 34 systems and 71 interfaces



Financial Systems by HUD Business Area

- ◆ HUD OCFO-Managed Organizations
 - HUDCAPS for general ledger
 - Based on CGI-AMS's Federal Financial System (FFS)
 - FFS no longer being maintained for OFFM-certification
 - PAS & LOCCS additional major financial applications
 - Supported by multiple financial and program systems through complex set of interfaces
- ◆ FHA
 - FHA Subsidiary Ledger (SL) for general ledger
 - Based on PeopleSoft COTS package
 - Multiple program and financial systems supporting FHA's general ledger and revenue accounts
- ◆ Ginnie Mae
 - Macola Accounting System Software (MASS) for general ledger
 - Initiative underway to convert to PeopleSoft COTS at COE
 - Subsidiary systems support Ginnie Mae's general ledger
- ◆ OFHEO
 - Financial Information Management System (FIMS) for general ledger
 - Based on Oracle Financials COTS package
- ◆ Hyperion supports consolidated financial reporting to Treasury for all business areas

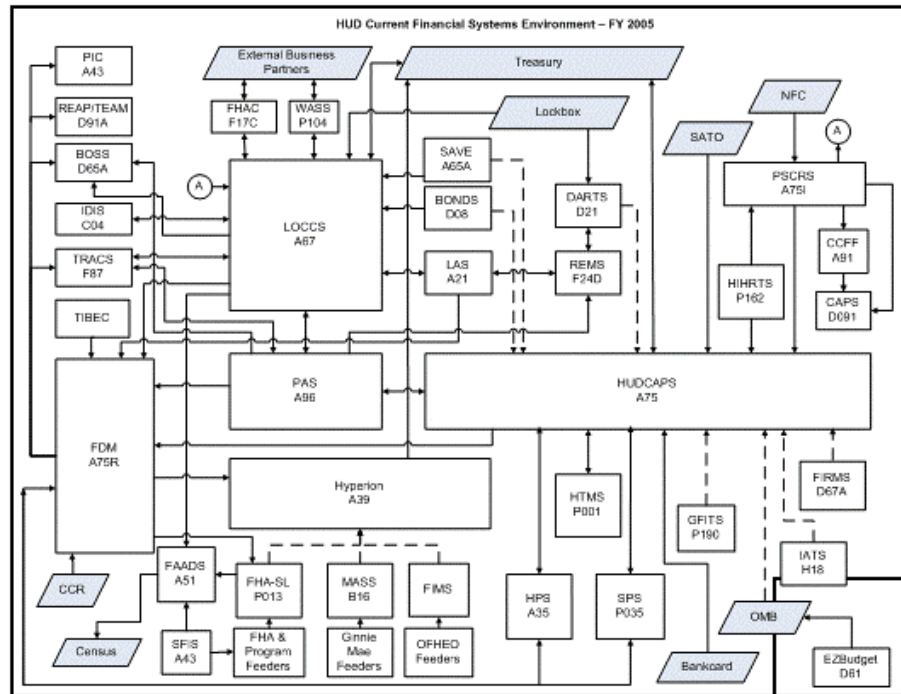
HUD OCFO-Managed Organizations' Financial Systems

- ♦ Key Supporting Financial/Mixed Systems:
 - LAS
 - SAVE
 - Bonds
 - GFITS
 - FIRMS
 - DARTS
 - REMS
 - Program Systems, e.g., IDIS, TRACS
 - Financial Data Mart
- ♦ Key Interfaces
 - Procurement – HPS, SPS, Bankcard
 - Travel – HTMS/eTravel, IATS, SATO
 - Payroll – NFC
 - Collections & Disbursements – Treasury, Lockbox
 - Vendor & banking information - CCR
- ♦ External Reporting
 - Census (FAADS)
 - OMB (Budget)
 - Treasury (Financial Reporting)

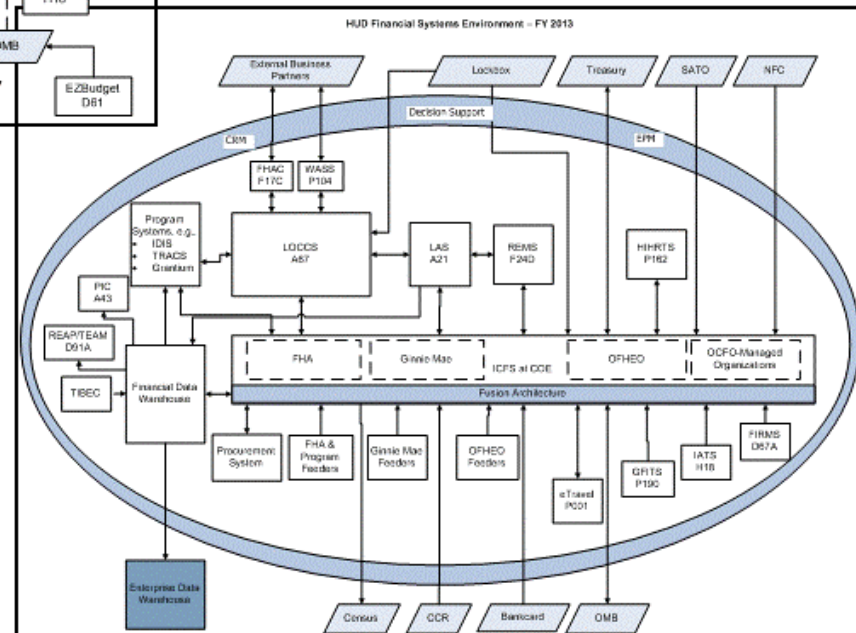
Overview of Proposed Financial Systems Environment

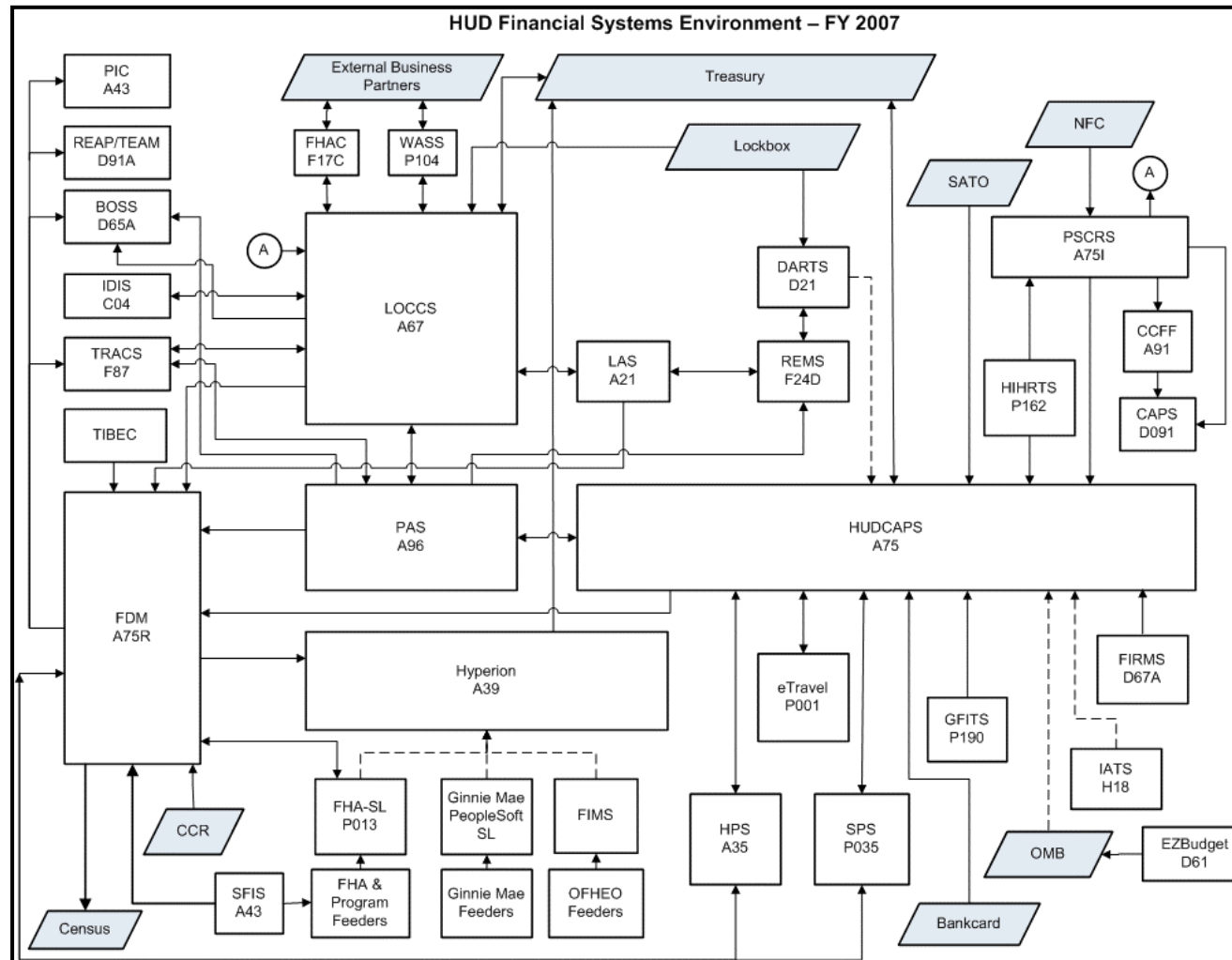
- ♦ HIFMIP Plan covers FY 2005 through FY 2013
- ♦ Systems & interfaces change every year throughout the period
- ♦ Migration diagram illustrates changes over the next eight years (details follow)

HIFMIP Transition from 2005 to 2013



- ◆ From 34 systems to 19 systems
- ◆ From 71 interfaces to 44 interfaces
- ◆ Fully integrated program, financial, & performance information HUD-wide
- ◆ Integrated set of financial applications & decision support tools using Oracle platform

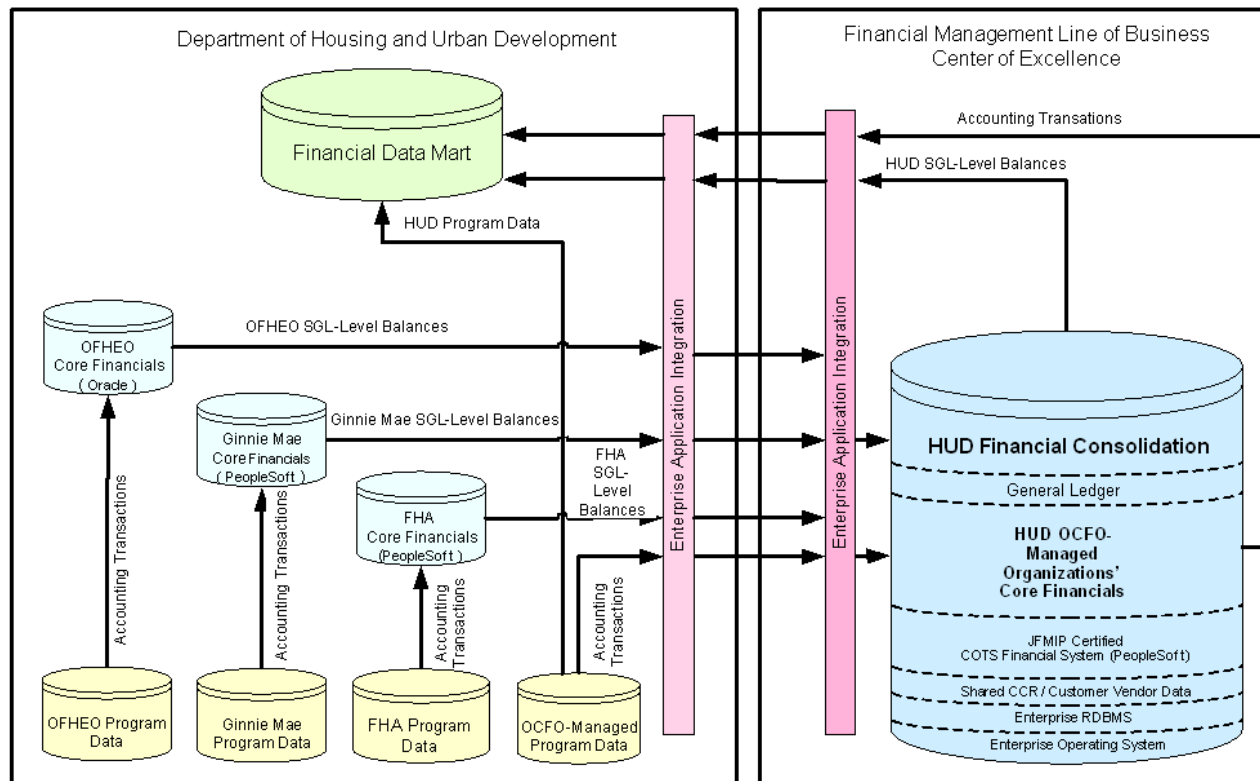




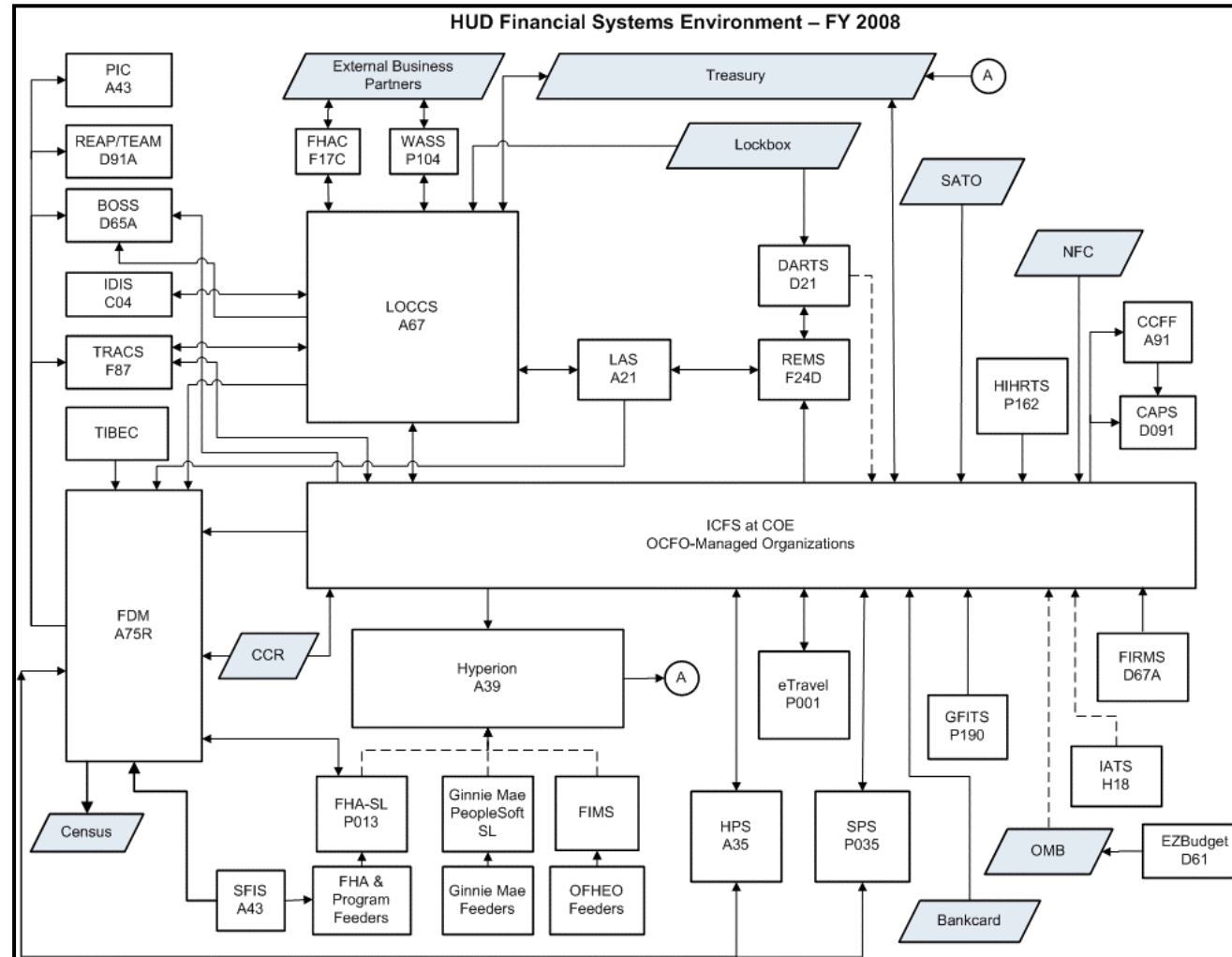
Changes for FY 2007

- ◆ Implement Ginnie Mae PeopleSoft general ledger at COE; retire MASS
- ◆ Automate GFITS to HUDCAPS interface
- ◆ Migrate Section 8 Housing Subsidy Functions from HUDCAPS

HIFMIP Systems Architecture – FY 2008



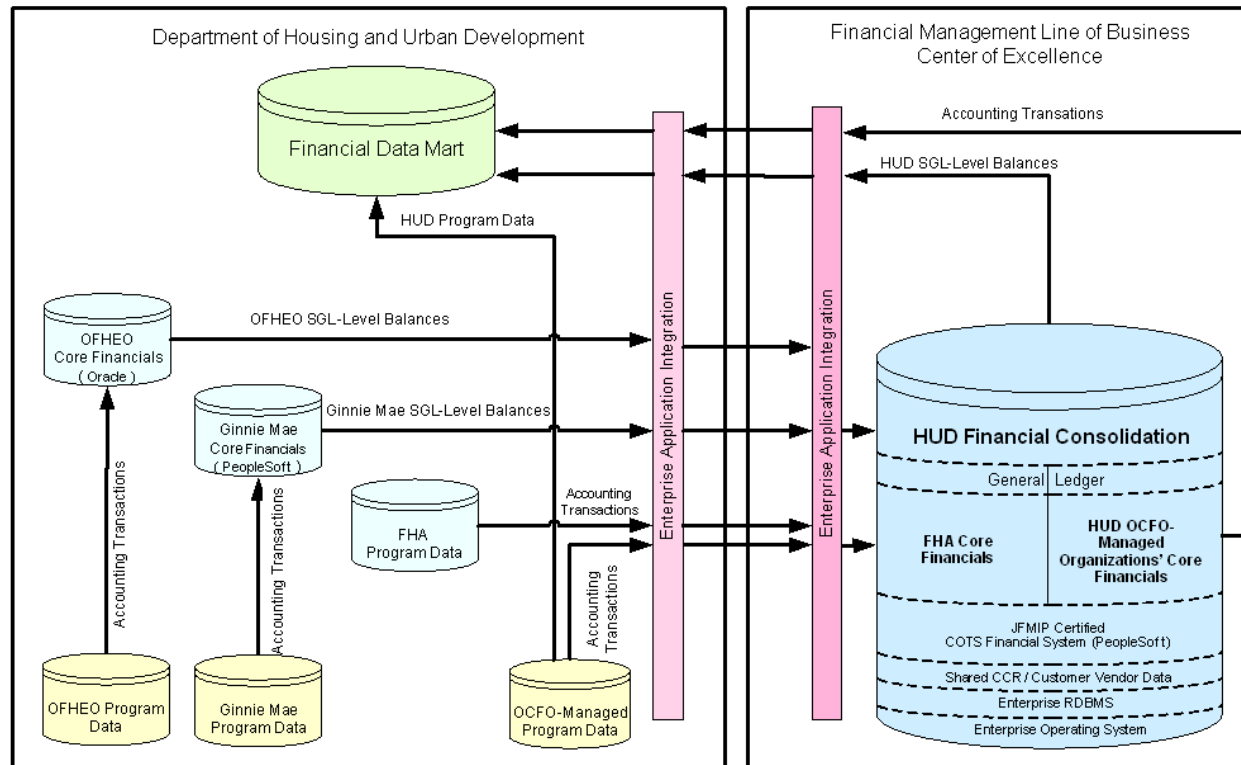
- ◆ Four separate financial system modernization efforts
- ◆ Standard systems, processes, and procedures
- ◆ Focus is HUD OCFO-Managed Organizations - implementation of ICFS using PeopleSoft at COE



- ◆ Implement ICFS for HUD OCFO-Managed Organizations
- ◆ Retire HUDCAPS, PAS, PSCRS
- ◆ Replace HUDCAPS and PAS interfaces with interfaces to/from ICFS
 - External: Bankcard, NFC, SATO, Treasury, possibly CCR
 - Payroll: HIHRTS, CCFF, CAPS
 - Procurement: HPS, SPS
 - Reporting: FDM, Hyperion, BOSS
 - Subsidiary & Program: DARTS, FIRMS, LOCCS, REMS, TRACS, GFITS
 - Travel: eTravel, IATS

HIFMIP Systems Architecture – FY 2009

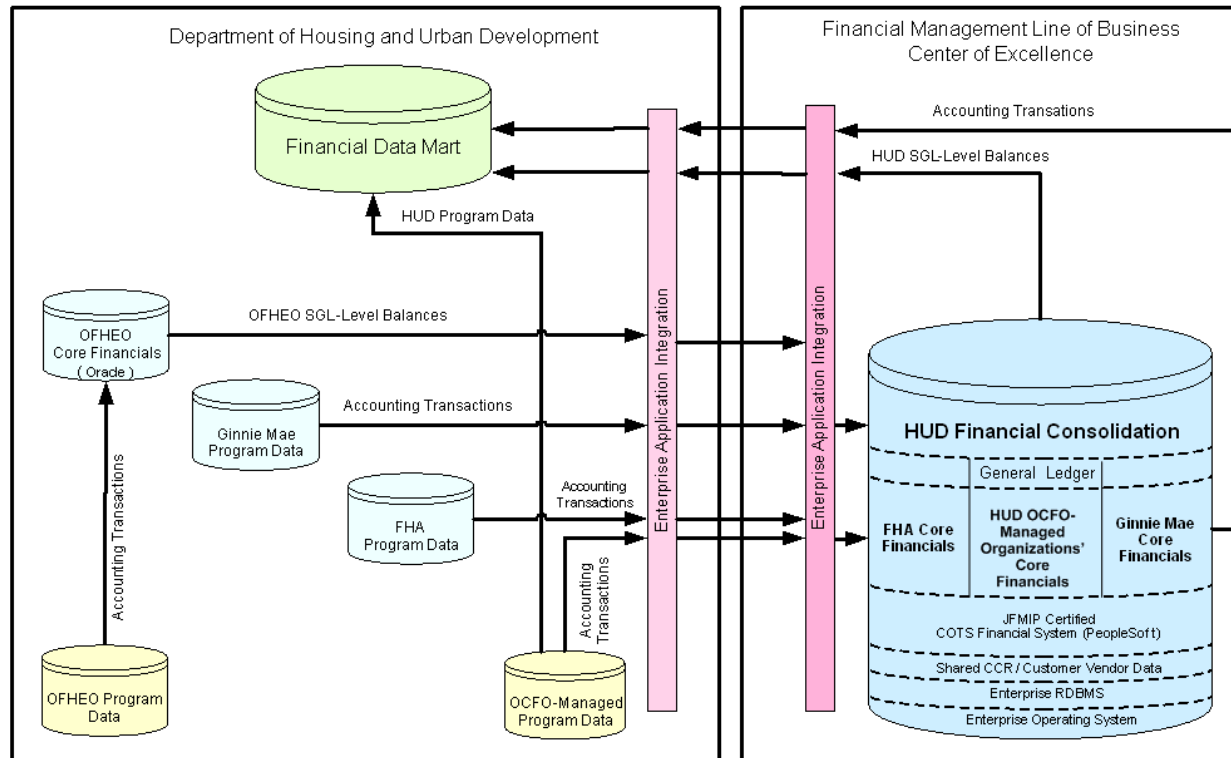
FHA Integration at a Center of Excellence
FY 2009



- ♦ FHA PeopleSoft transitions to HUD's COE
- ♦ Requires FHA to be on PeopleSoft Release 8.9 or higher
- ♦ FHA PeopleSoft & ICFS comparison to identify changes and/or modifications necessary to integrate
- ♦ FHA integrates with HUD OCFO-Managed Organizations' ICFS at COE
- ♦ FHA-SL as separate application retired

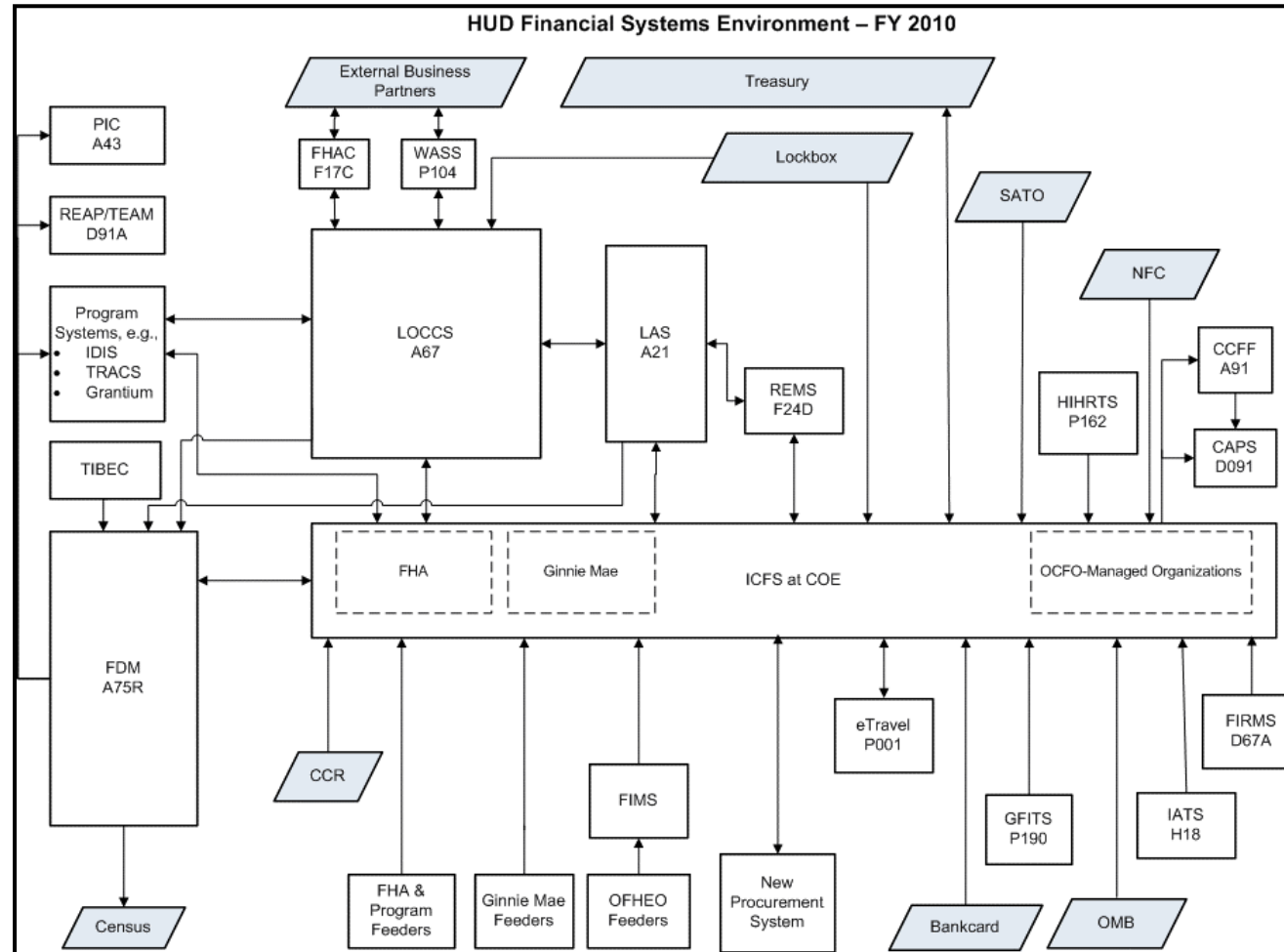
HIFMIP Systems Architecture – FY 2010

Ginnie Mae Integration at a Center of Excellence
FY 2010



- ◆ Ginnie Mae PeopleSoft transitions to HUD's COE
- ◆ Ginnie Mae PeopleSoft & ICFS comparison to determine version, identify modifications (if any) necessary to integrate
- ◆ Ginnie Mae integrates with FHA & HUD OCFO-Managed Organizations' ICFS at COE

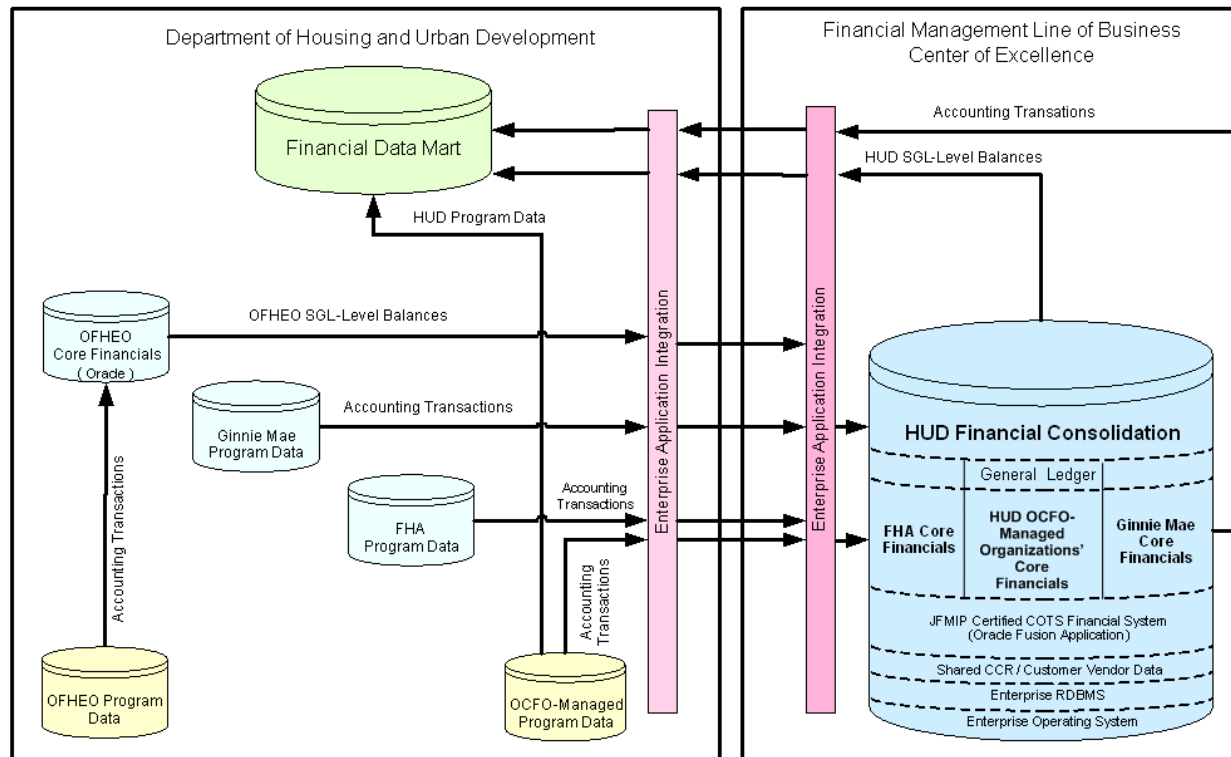
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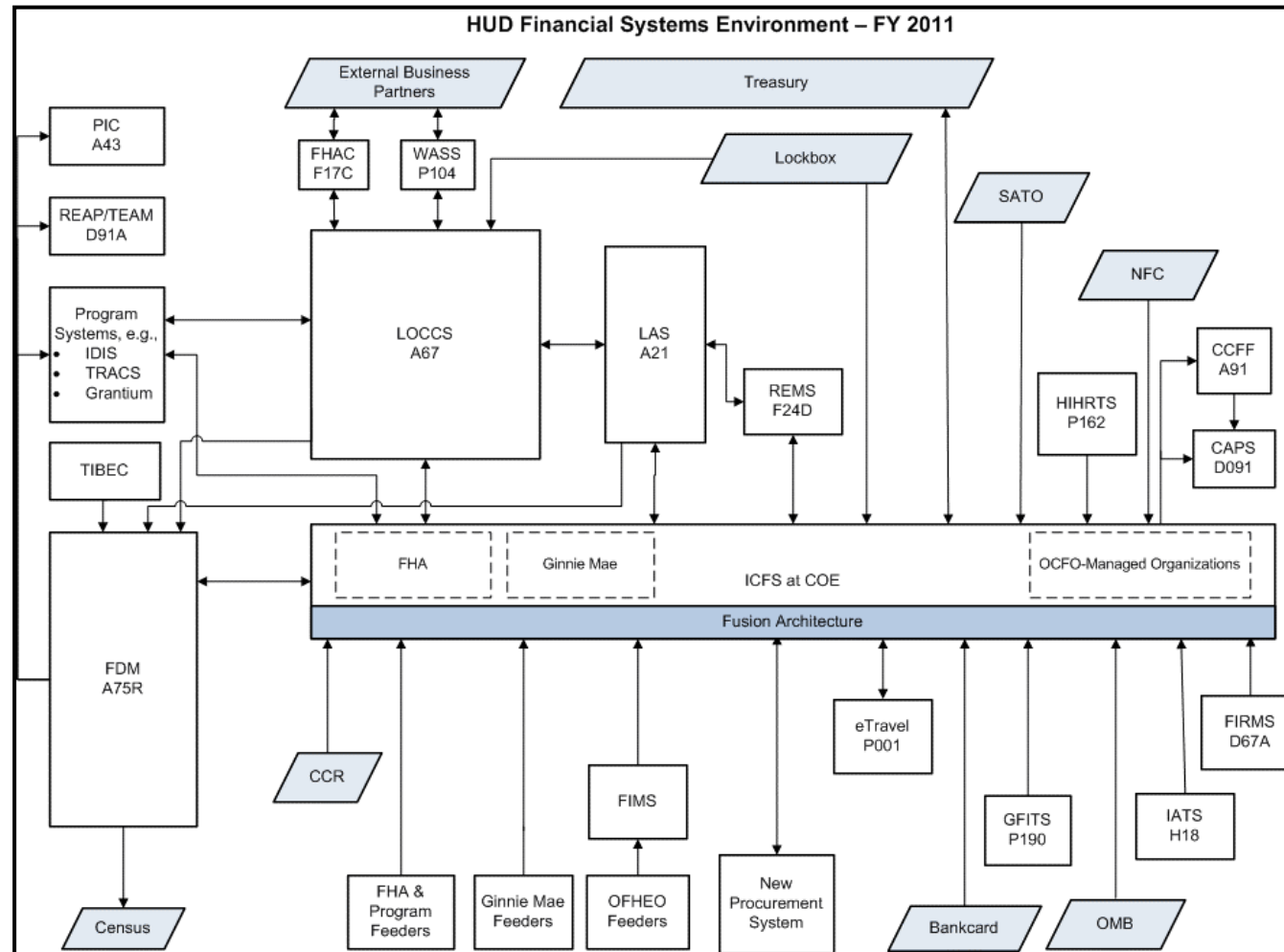
- ◆ Integrate Ginnie Mae PeopleSoft general ledger with ICFS at COE
- ◆ Interface Ginnie Mae feeder systems directly to ICFS
- ◆ Integrate new procurement system real-time interface with ICFS, including CCR data
- ◆ Integrate budget formulation functions with ICFS; retire EZBudget, BOSS
- ◆ Integrate DARTS accounts receivable functions with ICFS; retire DARTS
- ◆ Develop or replace interfaces:
 - Automate budget submissions to/from OMB
 - Automate IATS to ICFS interface
 - Develop ICFS to REMS interface
 - Develop Lockbox to ICFS interface

HIFMIP Systems Architecture – FY 2011

Fusion Upgrade
FY 2011



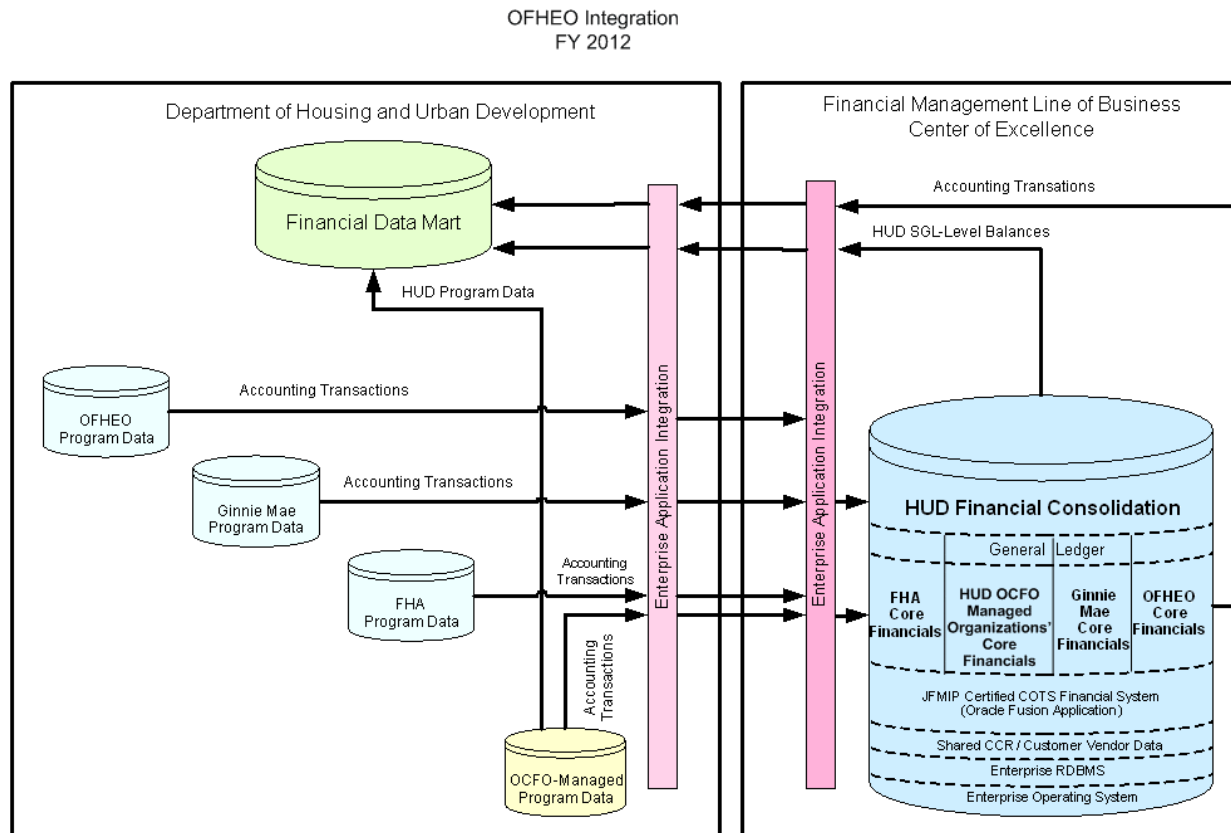
- ◆ Upgrade ICFS at COE to Oracle's Fusion architecture (FHA, Ginnie Mae & OCFO-Managed Organizations)
- ◆ No planned changes to other financial systems or functional environment
- ◆ Conversion of PeopleSoft to Oracle's integrated government financials application
- ◆ Position HUD for full agency-wide financial systems integration



Changes for FY 2011

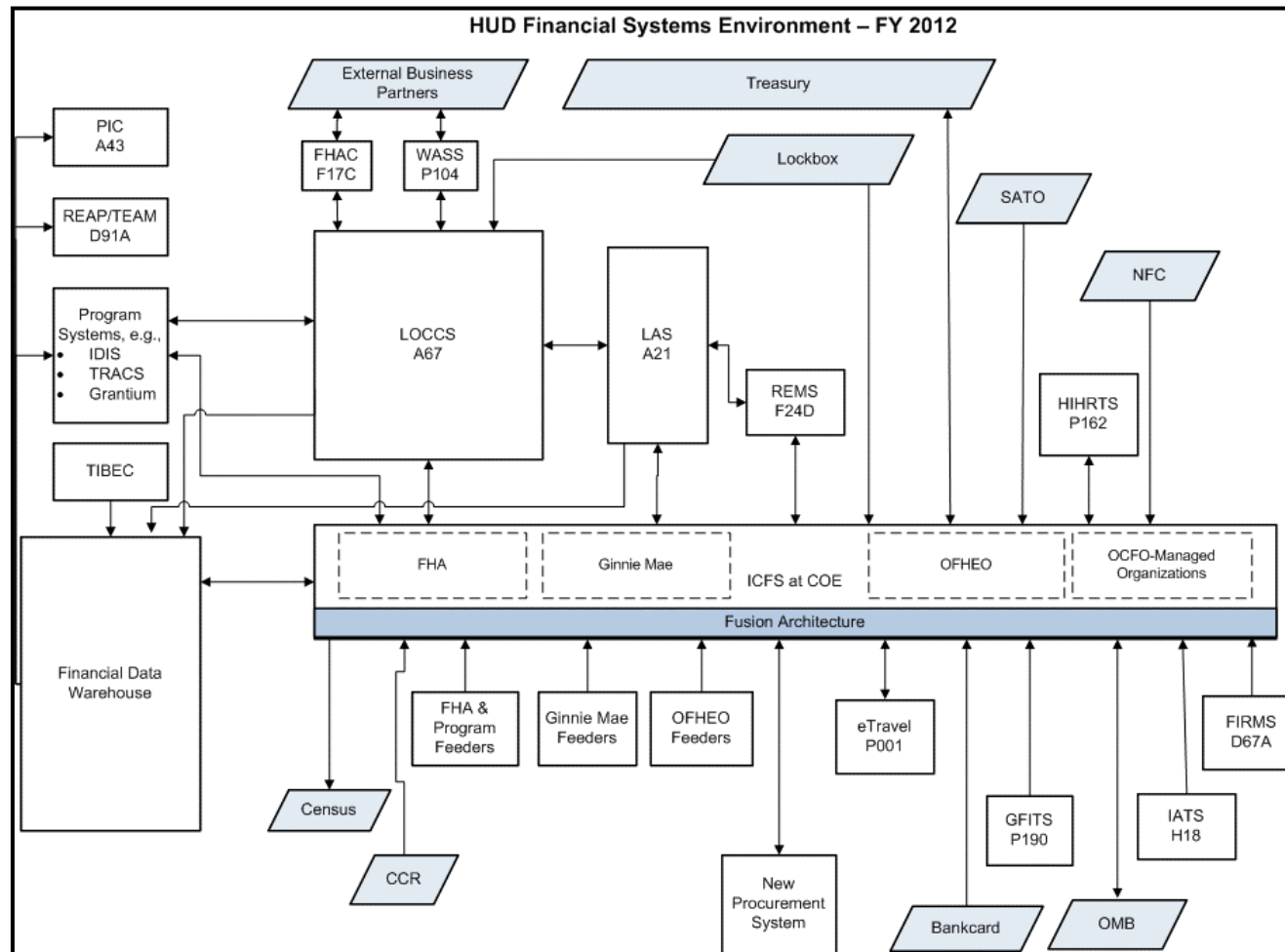
- ◆ Upgrade from PeopleSoft to Oracle Fusion architecture at COE

HIFMIP Systems Architecture – FY 2012



- ◆ Integration of OFHEO at COE
- ◆ OFHEO feeder systems will interface with ICFS (no planned changes to OFHEO feeder systems)
- ◆ FHA, Ginnie Mae, OFHEO & OCFO-Managed Organizations fully integrated
 - Oracle Fusion platform
 - Oracle government financials COTS package
 - Single COE

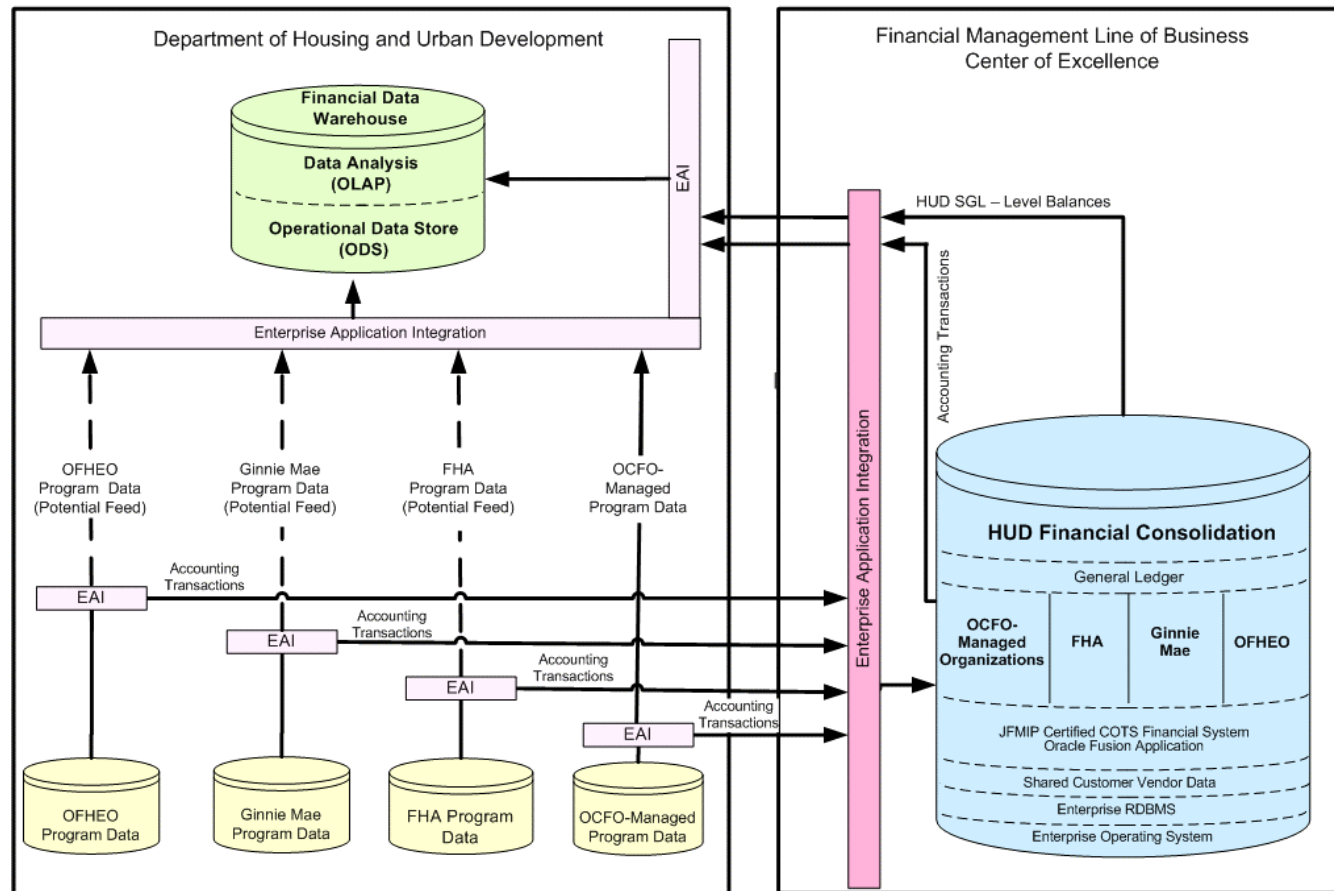
Changes for FY 2012



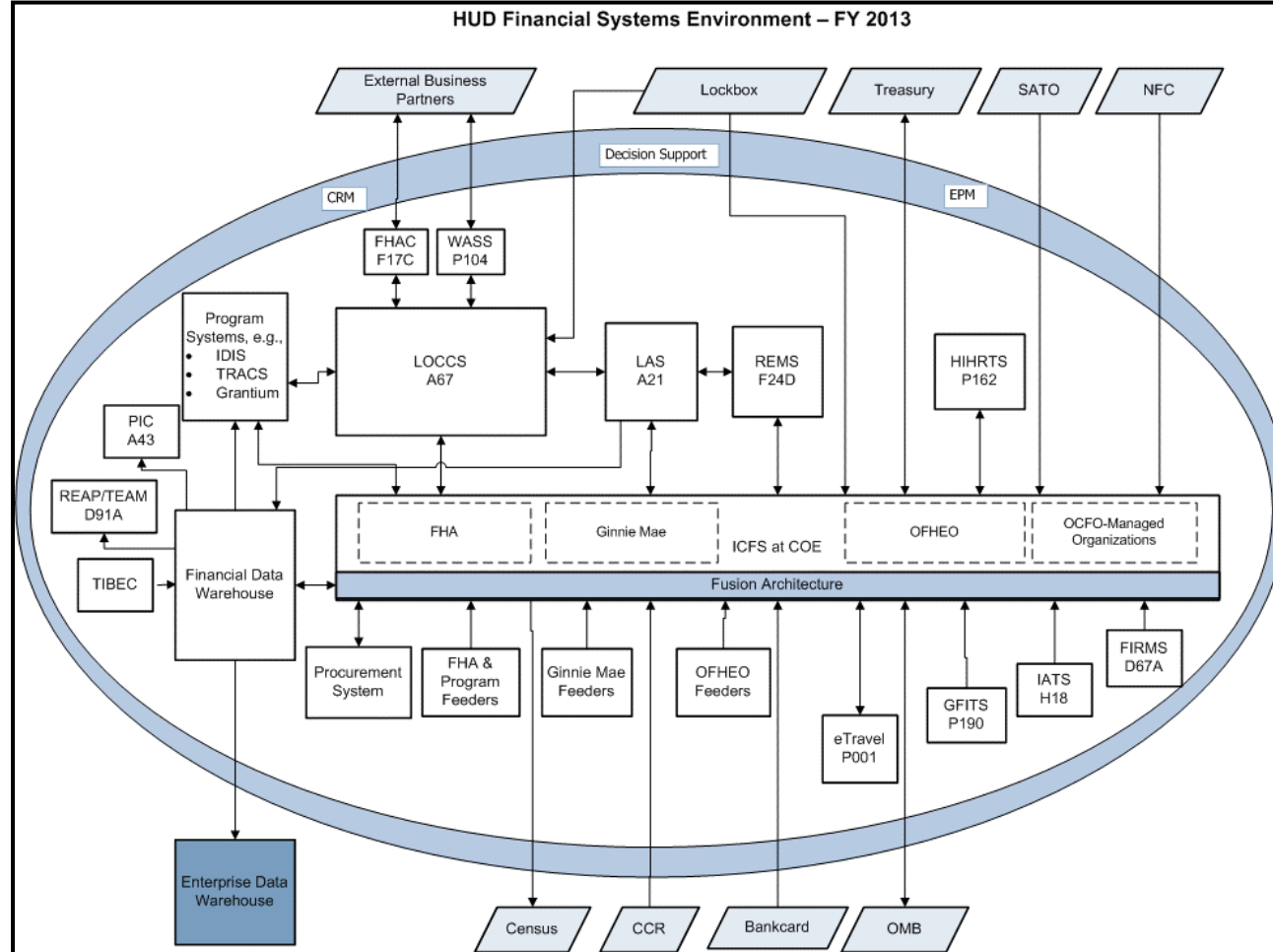
- ♦ Integrate OFHEO with ICFS at COE
- ♦ Enhance interface between ICFS and HHHRTS; retire CCFF & CAPS
- ♦ Implement new Financial Data Warehouse, Enterprise-wide Data Warehouse; retire Financial Data Mart
- ♦ Revise interfaces to/from Financial Data Mart: LAS, PIC, REAP/TEAM, TIBEC

HIFMIP Systems Architecture – FY 2013

Programmatic and Performance Integration FY 2013



- ♦ Implement new Financial Data Warehouse
- ♦ Implement/integrate additional systems and vendor-provided tools to support enterprise-wide integration of program and financial information
 - Decision Support
 - Customer Relationship
 - Performance Management



Changes for FY 2013

- ◆ Implement Decision Support System
- ◆ Implement Customer Relationship Management System
- ◆ Implement Enterprise Performance Management System

HIFMIP Timeline

Significant Events & Milestones

Fiscal Year	Calendar Date	
	Aug 2005	
FY 2006	10/1/05	<ul style="list-style-type: none"> Ginnie Mae Contract Award – Financial Systems Modernization & Conversion to PeopleSoft
	1/1/06	
	4/1/06	<ul style="list-style-type: none"> HUD Contract Award – SI/COE for ICFS PeopleSoft Implementation FHA Financial Systems Modernization Project Complete SAVE & Bonds Functionality Integrated into LOCCS Financial Data Mart Assumes FAADS Reporting
	7/1/06	
FY 2007	10/1/06	<ul style="list-style-type: none"> Ginnie Mae Goes Live with PeopleSoft at COE eTravel Goes Live GFITS Interface with HUDCAPS Automated
	1/1/07	
	4/1/07	
	7/1/07	
FY 2008	10/1/07	<ul style="list-style-type: none"> HUD OCFO-Managed Organizations Go Live with PeopleSoft (ICFS) at COE PAS Functions Migrated from HUDCAPS
	1/1/08	
	4/1/08	
	7/1/08	
FY 2009	10/1/08	<ul style="list-style-type: none"> FHA-SL Integrates with HUD's ICFS PeopleSoft at COE ICFS Produces HUD Consolidated Financial Statements Program & Financial Feeder Systems Interfaces with ICFS Enhanced, e.g., LAS, Grantium, IDIS, TRACS
	1/1/09	
	4/1/09	
	7/1/09	
FY 2010	10/1/09	<ul style="list-style-type: none"> Ginnie Mae PeopleSoft Integrates with HUD's ICFS PeopleSoft at COE DARTS Accounts Receivable Functions Integrated into ICFS New Procurement System Interfaces with ICFS Budget Preparation/Formulation Capabilities Integrate with ICFS
	1/1/10	
	4/1/10	
	7/1/10	
FY 2011	10/1/10	<ul style="list-style-type: none"> ICFS Upgrade to Oracle's Fusion Application at COE (FHA, Ginnie Mae & OCFO-Managed Organizations)
	1/1/11	
	4/1/11	
	7/1/11	
FY 2012	10/1/11	<ul style="list-style-type: none"> OFHEO Integrates with HUD's ICFS Fusion Application at COE HIHRTS Interface with ICFS Enhanced Financial Data Warehouse Implemented
	1/1/12	
	4/1/12	
	7/1/12	
FY 2013	Sep 2012	<ul style="list-style-type: none"> Financial, Programmatic, and Customer Data Integrated in Enterprise-wide Solution

HIFMIP FY 2006 Activities

- ◆ Functional/Technical
 - Review systems-related policy, procedures & configuration
 - Develop & implement issue tracking & issue management procedures
 - Analyze & resolve issues, decisions required
- ◆ Existing Financial Systems & Data
 - Prepare for impacts on legacy systems & interfaces
 - ❖ Develop Legacy Systems Disposition Plan (in process)
 - ❖ Define interface standards
 - ❖ Develop maintenance contract update strategy & plan
 - ❖ Monitor legacy systems' status & contract modifications
 - ❖ Liaison with other systems initiatives, & assess HIFMIP impact
 - Prepare for conversion to ICFS
 - ❖ Review legacy systems data quality
 - ❖ Develop data clean-up strategy & plan, if needed
- ◆ Procurement
 - Issue RFQ for Systems Integrator/COE to implement and host ICFS for Other HUD Business Areas (scheduled)
 - Select SI/COE (scheduled)
 - Issue/modify legacy systems contracts to support HIFMIP requirements
- ◆ Project Management
 - Manage project (ongoing)
 - Conduct project & risk reviews
 - Develop HIFMIP Staffing Plan
 - Execute staffing plan (contract, in-house, reassignment, new hires, etc.)

HIFMIP Status Update

Fiscal Year	Area of Focus	Task/Milestone	Currently Assigned?	Responsible Organization	Target Completion Date	Status ¹
FY 2005 - 2006	Functional/ Technical	Define functional/technical requirements.	Yes	MIL	7/31/2005	Complete
		Conduct PeopleSoft Gap Analysis.	Yes	MIL	8/31/2005	Complete
		Select COTS Package for ICFS.	Yes	HUD	9/30/2005	Complete – PeopleSoft selected
		Review financial system-related policies, procedures, and configuration.	No	TBD	6/30/2006	
		Analyze & resolve issues.	No	TBD	Ongoing	
	Strategy/ Planning	Develop HIFMIP Vision, Concept of Operations.	Yes	MIL	8/31/2005	Complete
		Develop HIFMIP Roadmap.	Yes	MIL	11/30/2005	In process. Draft Roadmap scheduled for delivery 10/3/2005.
		Approve Roadmap approach.	Yes	HUD	12/15/2005	
		Develop PWP.	Yes	MIL	12/15/2005	Scheduled
	Existing Financial Systems & Data	Operate and maintain existing legacy systems.	Yes	Various, primarily OCFO with contractor support	Ongoing	Ongoing
		Develop Legacy Systems Disposition Plan (LSDP).	Yes	MIL	11/30/2005	In process. New draft scheduled for delivery 10/17/2005.
		Approve Legacy Systems Disposition Plan.	Yes	HUD	12/15/2005	

¹ Completed tasks & milestones are shaded. Decision and approval points are highlighted in bold.

Fiscal Year	Area of Focus	Task/Milestone	Currently Assigned?	Responsible Organization	Target Completion Date	Status ¹
		Develop maintenance contract update strategy & plan.	No	TBD	2/15/2006	Need to add task & define responsibility for developing plan based on final LSDP.
		Maintain liaison with other systems initiatives, and assess HIFMIP impact.	No	TBD	Ongoing	
		Prepare for conversion: review data quality in legacy systems affected by HIFMIP.	No	TBD	6/30/2006	
		Develop data clean-up strategy and plan, if needed.	No	TBD	7/31/2006	
	Procurement	Issue RFQ for SI/COE to implement and host ICFS for HUD Other Business Areas.	Yes	HUD	10/31/2005	In process
		Select SI/COE.	Yes	HUD	3/31/2006	
		Select IV&V Contractor.	Yes	HUD	9/30/2006	Complete – awarded to MIL Corporation.
		Issue/modify legacy systems contracts to support HIFMIP requirements.	No	HUD	TBD	
		Manage and oversee contracts.	Yes	HUD	Ongoing	
	Project Management	Manage project.	Yes	HUD	Ongoing	
		Standardize & upgrade project management support tools.	No	HUD	12/31/2005	
		Develop and implement issue tracking and issue management procedures.	No	TBD	12/31/2005	Need to assign responsibility. Current issues should be analyzed and addressed using the procedures.
		Conduct project and risk reviews.	No	HUD	As needed	Need to determine required frequency, format, and responsible parties.

Fiscal Year	Area of Focus	Task/Milestone	Currently Assigned?	Responsible Organization	Target Completion Date	Status ¹
		Develop & implement HIFMIP Staffing Plan.	No	HUD	3/31/2006	.
		Manage staff.	Yes	HUD	Ongoing	